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ABSTRACT

Described in detail in this partly promotional, partly informational publication are the history of campus planning, new master plan, and new capital programs of this Seventh Day Adventist institution. Numerous maps, photographs, and tables of financial and statistical data illustrate the plan. (MSE)

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Andrews University Master Plan for Campus Expansion and the Development Program 1977-1985

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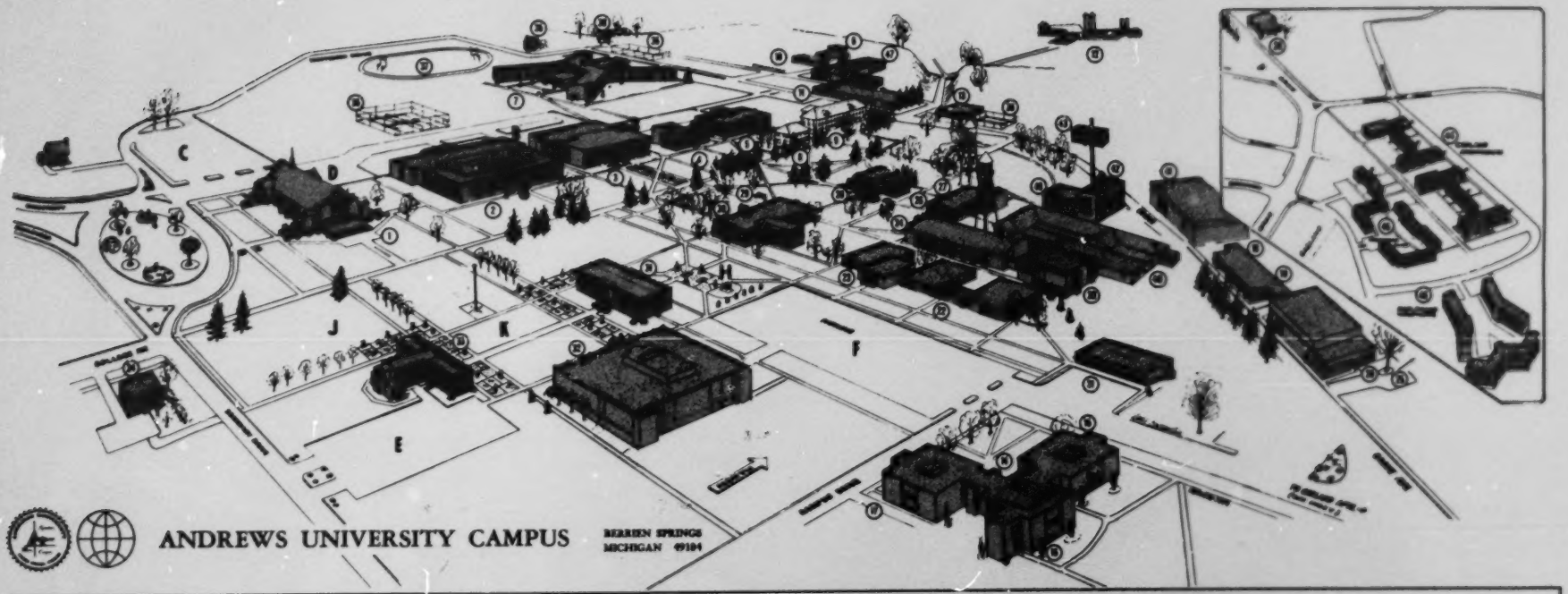
ANDREWS UNIVERSITY
MASTER PLAN FOR CAMPUS EXPANSION
AND THE DEVELOPMENT PROGRAM
1977-1985

A HIGHER STANDARD
ANDREWS UNIVERSITY CAPITAL FUND 1985

Joseph G. Smoot
President

ANDREWS UNIVERSITY CAMPUS (CURRENT)



ANDREWS UNIVERSITY CAMPUS

BERRIEN SPRINGS
MICHIGAN 49104

DIRECTORY

BUILDINGS

1. Pioneer Memorial Church
2. Lamson Hall
3. Campus Center
4. Music Building
5. Marsh Hall
6. Sculpture Studio
7. Meier Hall
8. Art Center
9. Burman Hall
10. Agriculture Building
11. Smith Hall
12. Farm Complex
13. Grounds Department
14. Science Complex
15. Halenz Hall
16. Price Hall
17. Haughey Hall
18. Laundry
19. Berrien Bindery
20. Custodial Services

PARKING LOTS AND OPEN AREAS

Lot A—Meier Hall residents only
Lot B—Faculty and nonstudent guests only
Lot C—Faculty, guests, and non-dormitory students
Lot D—Faculty, guests, and non-dormitory students
Lot E—Faculty, guests, and non-dormitory students
Lot F—Faculty, guests, and non-dormitory students
Lot G—Faculty, guests, and non-dormitory students
H—College Quadrangle
I—The Mall
K—Seminary Green

21. University Bookstore
22. Academy
23. Bell Hall
24. Alvin Johnson Gymnasium
25. Lowland Trails System Starting Point
26. University Printers
27. Printing Laboratory
28. Griggs Hall
29. South Hall Memorial
30. Nethery Hall
31. Administration Building
32. James White Library
33. Seminary Hall
34. Geoscience Research Institute
35. Hewitt Research Foundation
36. Tennis Courts
37. Athletic Field
38. Pathfinder Building
39. Earl Beaty Pool
40. College Wood Products
41. CWP Warehouse
42. Central Heating Plant
43. Forsythe Apartments
44. Garland Apartments A-G
45. Beechwood Court
46. Maplewood Apartments
47. Plant Service
48. Sign & Design Center

DEPARTMENTS

Academy 22
Admissions 31
Agriculture Dept. 10
Alumni Affairs 31
Archaeological Museum 32
Art Exhibit Room 8
Art Department 8
Audio Visual 23
Barber Shop 21
Beauty Parlor 21
Behavioral Sciences Dept. 30
Bindery 19
Biology Dept. 16
Bookstore 21
Business Admin. Dept. 30
Business Offices 31
Cafeteria 3
Campus Ministry Center 3
Cashier 31
Chemistry Dept. 15
Church History 33
Church and Ministry 33
College Wood Products 40
Communication Dept. 30
Computing Center 31
Counseling and Testing Center 23
Curriculum Library 32
Custodian Dept. 20
Dairy 12
Data Processing 31
Dean, College of Arts and Sciences 31
Dean, College of Technology 31
Dean, Graduate School 31
Dean of Men 7
Dean, Theological Seminary 33
Dean of Women 2
Development 31
Director of Admissions and Records 31
Education Dept. 23
Employment Office 31
Engineering Dept. 17
English Dept. 30
Faculty Lounge 3
Farm Complex 2
Food Service 3
Geography Dept. 15
Geoscience Research Institute 34
Graduate Records 31
Grounds Dept. 13
Guest Rooms 2
Heritage Room 32
Hewitt Research Foundation 35
History and Political Science Dept. 30
Home Economics Dept. 5
Industrial Educ. Dept. 11
Industrial & Engineering Technology Dept. 17
Information 31
Laundry 18
Library Science Dept. 32
Lost and Found 20
Maintenance 47
Manager Credit/Housing/Labor 31
Physical Plant 31
Mathematical Sciences Dept. 17
Medical Center 3
Men's Residences Burman Hall 9
Meier Hall 7
Modern Languages Dept. 28
Music Dept. 4
New Testament 33
Nursing Dept. 5
Occupational Education Center,11
Old Testament 33
Pastor's Study 1
Pathfinder Center 38
Physical Education Dept. 34
Physics Dept. 17
Plant Services 47
Post Office 21
President 31
Press 26
Printing Laboratory 27
Public Relations 31
Records Office 31
Registrar 31
Religion and Biblical Languages Dept. 28
Sculpture Studio 6
Secretarial Science Dept. 30
Sign & Design Center 48
Seminary Library 32
Speech & Hearing Clinic 23
Spiritual Life Center 3
Snack Bar 2
Student Association 3
Student Lounge 2
STUDENT MOVEMENT 3
Swimming Pool 39
Testing Center 23
Theology and Christian Philosophy 33
Vault (Ellen G. White) 33
Vice-Presidents
Academic Admin. 31
Development and Public Relations 31
Financial Affairs 31
Student Affairs 3
WAUS 3
White Estate 33
Women's Residence
Lamson Hall 2
World Mission 33

SPECIAL MEETING ROOMS

Board of Trustees 31
Gold Room 7
Historic Amphitheater 15
Haughey Amphitheater 17
Lincoln Room 3
Little Auditorium 30
Price Amphitheater 16
Rachel Christman Chapel 2
Seminary Chapel 33
Wrenger Auditorium 33
Wetherine Room 3

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ANDREWS UNIVERSITY
MASTER PLAN FOR CAMPUS EXPANSION
AND THE DEVELOPMENT PROGRAM

I. AN INTRODUCTION TO ANDREWS UNIVERSITY DEVELOPMENT PROGRAM

Andrews University has a distinguished past. Well into the second century, the University stays closely in touch with the world mission of the Seventh-day Adventist Church. Not content to rest on the past, or remain complacent in the present, however, the University turns to the future. In the future God has planned great victories for His people. Andrews wishes to claim a share in these victories through unwavering faith in the blessings of God.

Seventh-day Adventist theology emphasizes last-day events. This theology of Christ's Second Coming is vital to the Seventh-day Adventist Church's world mission. Planning for God's work in the future, however, in no way contradicts theological belief in the Second Coming of Christ. Planning permits us to maximize resources in order to conduct God's work more effectively and complete the mission entrusted to the Church. An increasing recognition that God will move philanthropic people to provide means for His work merely illustrates the way God has led individuals in all parts of the world to bring financial resources to the movement He has set in motion.

An orderly effort to attract financial support includes careful future planning. Indeed, to attract philanthropic dollars we need to evaluate current resources, estimate future requirements, plan ways to meet these demands on the University, and then proceed to implement the plan. Andrews University proposes such a program. Boldness i

not presumption if carefully conceived and prayerfully executed. Little need exists for a development program that does not require some challenge in order to achieve the goal. The "sleeping harvest" awaits the energetic worker who tills the soil, cultivates well, and prepares to reap the harvest. This plan to enable the University to reach a higher standard will stretch all constituents.

The theme for the Andrews University development program is A HIGHER STANDARD: ANDREWS UNIVERSITY CAPITAL FUND 1985. This program began July 1, 1977, with the initiation of construction of two facilities and the inauguration of a feasibility study, and will be concluded in 1985. It embraces an eight-year s p a n divided into three consecutive periods. Public announcement of the entire program is being coordinated with the beginning of a local capital gifts campaign in Southwestern Michigan.

Ellen G. White, one of the founders of Battle Creek College in 1874, first envisioned "A HIGHER STANDARD" as the goal for this institution. The leaders of Battle Creek College, its successor Emmanuel Missionary College, and the descendent of both of these colleges, Andrews University, regard Ellen G. White's counsel as fundamental to the educational philosophy guiding the institution. She wrote these words which constitute a challenge for the University.

> God designs that the college at Battle Creek shall reach a higher standard of intellectual and moral culture than any other institution of the kind in our land. The youth shall be taught the importance of cultivating their physical, mental, and moral powers, that they may not only reach the highest attainments in science, but, through a knowledge of God, may be educated to glorify Him; that they may develop symmetrical characters, and thus be fully prepared for usefulness in this world and obtain a moral fitness for immortal life. (4T, 425)

We believe that this charge to a higher standard holds firm for Andrews University today. It is just as challenging in the 1970's as it was in the 1870's. The question that confronts us today is whether we have as broad a vision as the founders of this institution had.

Andrews University is characterized by a high standard. Some features of the strengths of the University are:

- A strong Board of Trustees representing broad constituencies within the Seventh-day Adventist Church.
- An administrative team that conceives as its primary role the facilitation of educational activities, the managing of resources, and the planning of future development.
- An outstanding faculty with impressive academic preparation, wide experience and international outlook, active investigation on the frontiers of knowledge, and service-oriented to the needs of church and society. The faculty are deeply committed to the concepts of integrating their faith and the spiritual heritage of the Seventh-day Adventist Church in their teaching, research and service roles.
- An alert student group representing a wide spectrum of interest, a diverse cultural background, and a strong commitment to spiritual values cherished by the Seventh-day Adventist Church.
- A group of business and civic leaders who take pride in the University and identify closely with its objectives recognizing Andrews as one of the chief assets of Southwestern Michigan.
- A committed army of 11,000 alumni serving in all parts of the world, loyal to the University, and standing ready to support the University and its plans for growth.

- A deep commitment to the beliefs that have characterized the Seventh-day Adventist Church which links the University to its beloved Church in a close bond of common endeavor. Andrews enjoys wide respect and support in the Church.
- Excellent academic programs several of which have achieved accreditation by seven national professional accrediting bodies placing Andrews in the top 40% of universities in the four-state area (Illinois, Indiana, Michigan, and Wisconsin) so far as accreditation is concerned. Of 68 public and private universities in these states, 39 have fewer programs accredited nationally than does Andrews University.
- A well-planned physical plant that is valued at some $55,000,000 and which includes many well-constructed buildings serving the educational needs of the University. Care has been taken to place these buildings in settings with open spaces, pleasant landscaping, and many interesting vistas.

A high standard today, however, calls for a higher standard tomorrow as Andrews seeks a place of respect, heretofore not fully recognized, as a truly distinguished university. The University's "higher standard" for tomorrow will firmly establish Andrews as a major private university. That is what A HIGHER STANDARD: ANDREWS UNIVERSITY CAPITAL FUND 1985 campaign will accomplish.

Ellen White wrote that she had "repeatedly been shown that we might receive far more favors than we do in many ways if we would approach men in wisdom, acquaint them with our work, and give them an opportunity of doing those things which it is our privilege to

induce them to do for the advancement of the work of God." Counsels on Stewardship, p. 184.

This Andrews University Capital Fund Campaign coincides with a great increase in such drives among colleges and universities according to an article by Humphrey Doermann in the September-October, 1977, issue of Foundation News entitled "New Surge in College Capital Fund Drives." He notes that 250 colleges and universities have indicated that they plan to announce such drives during 1977 and 1978, compared to 116 during 1975 and 1976. These drives will double in a two-year period and be tripled over the early 1970's. According to this article, "the purpose of these drives will be to strengthen assets of endowment and physical plants that have been weakened by inflation and inattention during the past decade."

The strategy for progress in fund raising for private higher education is related to projected enrollment declines. Higher education cannot expect to attract voluntary support in large amounts during this no-growth period. "Beginning in 1978, the number of U.S. high school graduates will start downward," according to Doermann, "and will probably decline about 25 percent by the mid-1990's when it should begin to move up again." Thus, by 1985, private colleges and universities "will be preoccupied with operating budget problems caused by shrinking enrollment. For at least 10 and perhaps 15 years afterwards, these colleges probably will be unable to raise significant new capital funds. If so, the time to try to raise them is right now." This massive increase in capital fund drives will probably cause many foundations to alter temporarily their policies and give more to capital requests. One estimate

suggests that these drives will alter voluntary giving patterns by some six percent which will reduce voluntary support available for other types of institutions such as hospitals.

The lesson for Andrews University and any other Adventist educational institution is that we cannot afford to wait. It is imperative that we act now to attract philanthropic support before the doors will be closed.

II. A HISTORY OF PLANNING AT ANDREWS UNIVERSITY

A. The First Campus Plan

When the School of Graduate Studies and the Theological Seminary moved to Berrien Springs in 1960, an immediate need arose for campus development. Before a professional campus planning firm was consulted, three distinct periods of campus planning may be identified in the history of the institution.

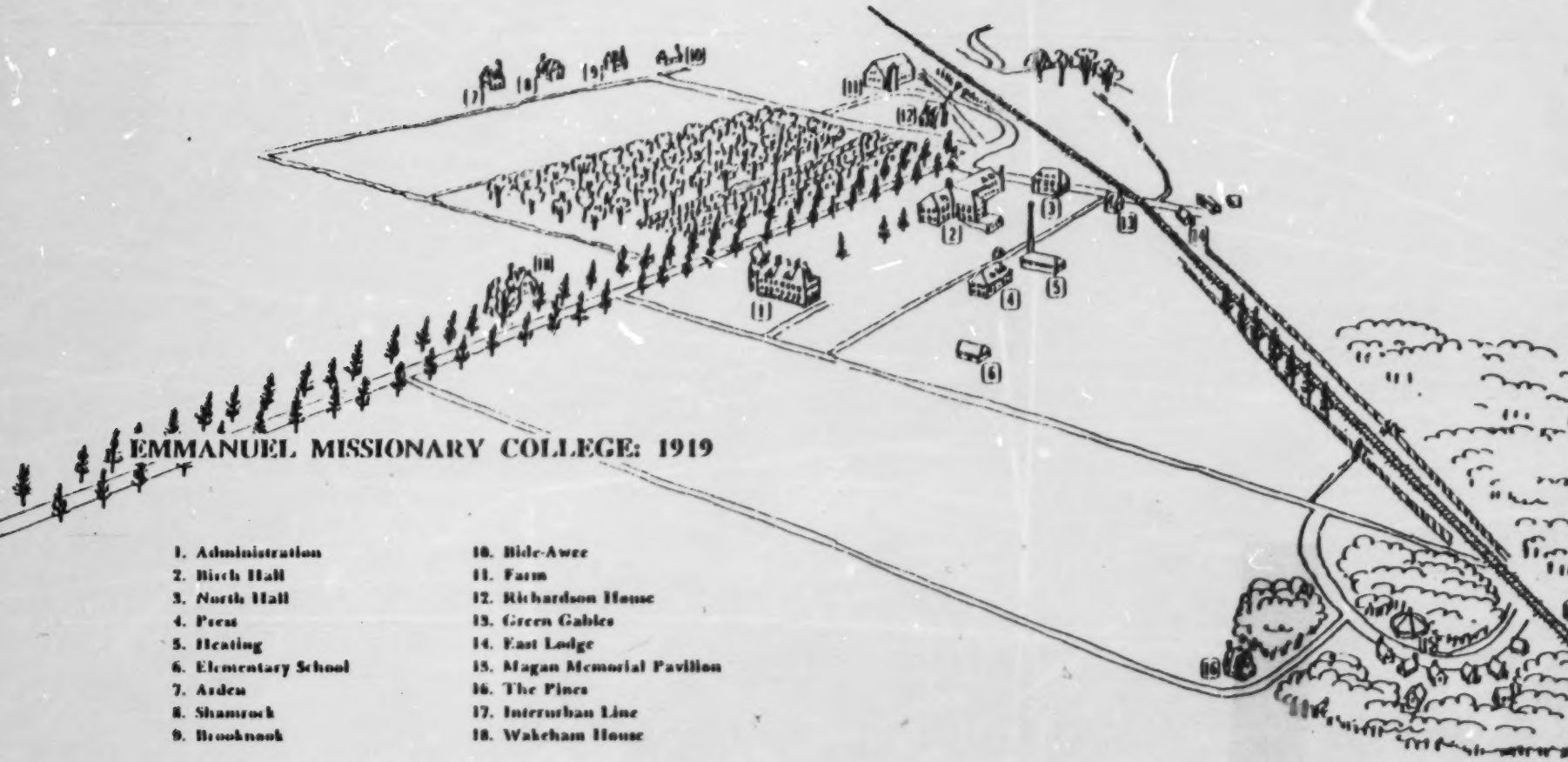
College Avenue first determined the physical nature of the Andrews campus. Planted along College Avenue were lovely Norwegian Spruce, many of which still stand and identify the street that long since has vanished in the Michigan sod. Along College Avenue on the east, the administration building and Birch Hall were constructed at the north of the campus; several other buildings were built behind these two main buildings. President Edward A. Sutherland advocated a "meandering" plan for the campus buildings. Fortunately, Frederic Griggs developed the quadrangle plan and placed several buildings on the west side of College Avenue.

In the 1930's with the effort to achieve accreditation with the North Central Association of Colleges, a new library became a

necessity and thus began a second phase of campus development. The library building, set back from the administration building and Birch Hall, made this the first step in widening the distance between the opposite row of buildings. Nethery Hall, placed south of the old James White Library, continued that plan.

After World War II, a building boom pushed Lamson Hall back from College Avenue. Meanwhile, a new elementary school, built at an angle to Nethery Hall, stood somewhat in line with the south end of that building. Johnson Auditorium, built behind Nethery Hall added depth to the east side of the campus. When the music and science buildings were constructed behind the older science building and Burman Hall, Emmanuel Missionary College achieved a wide central mall which is a hallmark of the campus today. Agriculture and Industrial Education buildings arose across the back road from the residence halls. The Pioneer Memorial Church was located south of Lamson Hall and became the focal point for the third phase of campus development. The three sketches on the next three pages will show the campus as it looked in 1919, 1939, and 1959.

In the third phase of campus development the newly formed Andrews University needed space for the graduate divisions, an enlarged library and an administration building. The Pioneer Memorial Church and the new James White Library at the opposite end of another major campus space assured the continuation of a rather grand campus layout. The academic and spiritual side of the University represented by these two structures is forcefully acknowledged today in the church and the library.

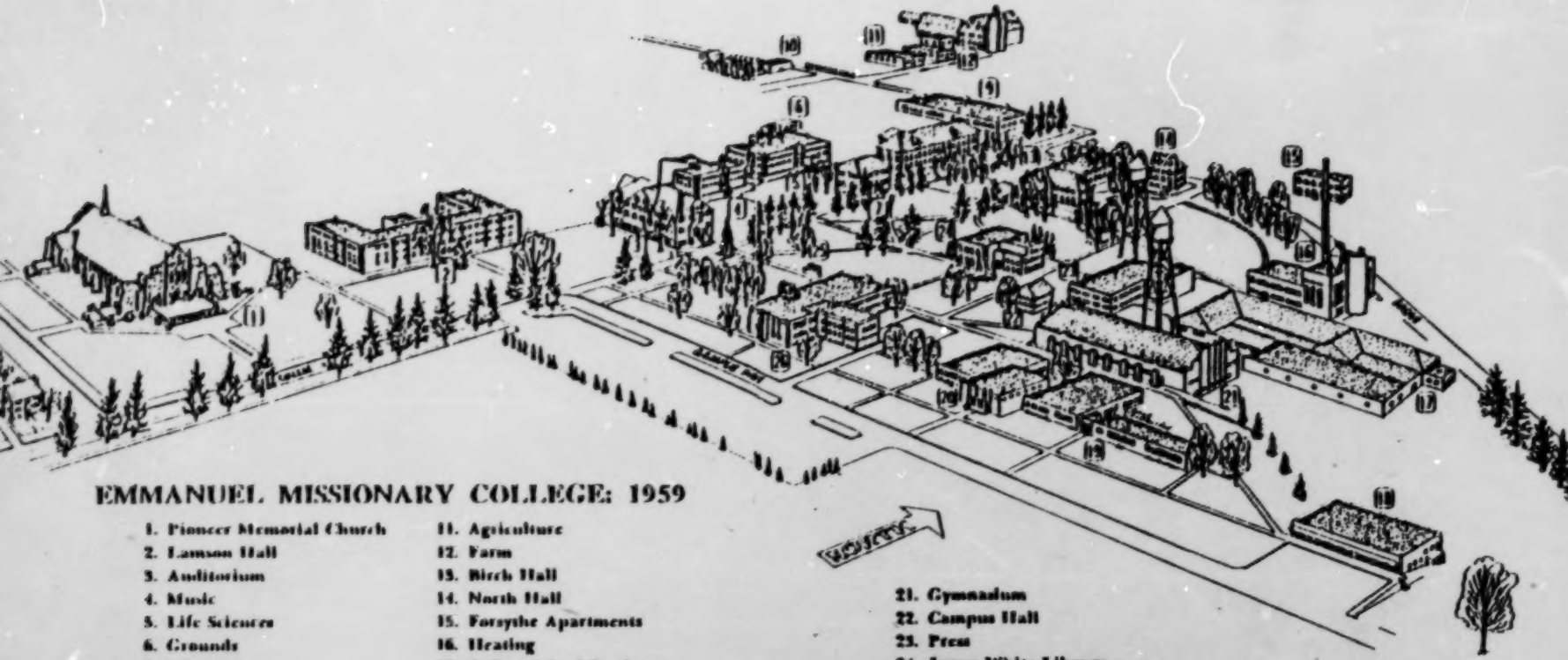


EMMANUEL MISSIONARY COLLEGE: 1919

1. Administration
2. Birch Hall
3. North Hall
4. Press
5. Heating
6. Elementary School
7. Arden
8. Shamrock
9. Brooknook
10. Bide-Awee
11. Farm
12. Richardson House
13. Green Gables
14. East Lodge
15. Magan Memorial Pavilion
16. The Pines
17. Interurban Line
18. Wakeham House

EMMANUEL MISSIONARY COLLEGE: 1939

1. Administration
2. Birch Hall
3. North Hall
4. Press
5. Heating
6. Elementary School
7. Auditorium
8. Music
9. Science
10. Bauman Hall
11. Farm
12. Richardson House
13. Green Gables
14. College Wood Products
15. Home Economics
16. James White Library



EMMANUEL MISSIONARY COLLEGE: 1959

1. Pioneer Memorial Church
2. Lamson Hall
3. Auditorium
4. Music
5. Life Sciences
6. Grounds
7. Science
8. Burman Hall
9. Applied Arts
10. Greenhouse
11. Agriculture
12. Farm
13. Birch Hall
14. North Hall
15. Forsythe Apartments
16. Heating
17. College Wood Products
18. Store
19. Elementary School
20. Academy
21. Gymnasium
22. Campus Hall
23. Press
24. James White Library
25. First Administration Marker
26. Administration Building
27. Presidential Residence

The location of the Seminary building and the administration building on opposite sides of the space marked out by the church and the library enclosed the space at just the right point with the west end of these two buildings lining up with the west side of Nethery Hall. The open spaces on campus, the mall, the college quadrangle, and the Seminary green became excellent landscape areas that tie the Andrews University campus together.

In 1963, a major campus planning firm, Perkins and Will of Chicago, Illinois, was engaged to continue planning the campus. Their report is in Appendices A and B, and inaugurated a fourth phase of campus planning. The Perkins and Will plan had several features that enhances a really excellent campus layout. They recommended:

- A recreation field complex around which would be student residence facilities and the student center, a building placed in the line of buildings between Lamson Hall and the music building on the west side of the mall.
- A periphery road marked by an entrance at University Boulevard, the circle, Westwood Drive, Grove Avenue, and Seminary Drive. College Avenue was to be closed north of Seminary Drive. It had been closed beyond Lamson Hall in 1939.
- A major instructional facility to close the north end of the mall.

A five year master plan for facilities (Appendix C) based on this campus plan projected facilities, costs, and sources of capital funding. Meanwhile, the architectural firm Manson, Jackson, and Kane, Inc.,

of Lansing, Michigan, developed a plan for married students' apartments that enunciated four stages beyond the Garland apartment complex. Their plan (Appendix D) would have curved Seminary Drive out through the apple orchard on the Garland property to US 31-33 with Beechwood and Maplewood apartments on their present site but a third apartment complex beyond Maplewood and a fourth apartment complex south of Beechwood apartments and across Seminary Drive. An elementary school would be located adjacent to this fourth apartment complex and a new secondary school would be placed beside the elementary school and just off highway US 31-33.

This plan was modified when a new street was constructed at a right angle and north of US 31-33, with the elementary school located in about the center. The development of the commercial shopping center, at first planned for the land area between College and Grove Avenues on US 31-33, was actually placed east of Garland Avenue toward Berrien Springs. This left the property between Grove and College Avenues available to develop a front entrance to the campus. The academy building is being constructed in the area north of the elementary school, thus closing that space for future apartment expansion. The north end of the mall was never used as a building site because of the need for Burman Hall. The science complex which was planned for that site by Perkins & Will, was located east of the James White Library on the lovely wooded tract of land adjacent to Grove Avenue.

At this point, in the older campus area, the north end of the mall is still available for a prime building site and the northwest,

west, and south sides of the recreational fields available for residence hall construction. Future construction sites for academic buildings will need to be selected south of Seminary Drive because it is felt that the space south of the science complex should be reserved for the fourth building in that complex and a parking lot, and the area south of the library should be left open for future library expansion. The area south of Seminary Hall should probably be left vacant for the present for it provides a lovely view of the south side of Seminary Hall. However, it could be a building site along the mall.

B. The Academic Master Plan

In 1975, a comprehensive Academic Master Plan was prepared that reviewed the programs in the four schools of the University, and made projections for the three-year period ending in 1978. This Academic Master Plan suggested that three existing academic departments (business, education and music) might be developed into schools and a new school of law could be established to give Andrews University several more professional schools that a strong university needs. The enrollment projections made in that Academic Master Plan have been exceeded.

In 1977, a sub-committee of the Master Planning Committee was established to update this Academic Master Plan on a five-year projection. This academic planning on a continuing basis will keep the educational program of the University closely related to the overall planning effort in a coordinated and comprehensive manner.

C. Current Planning Effort

A new president of an institution usually takes a fresh look at the institution and assesses past, present, and future developments.

This is what occurred in 1976 when Andrews University changed presidents. During the course of 1976-77, a new development plan emerged that identified needs for the eight-year period 1977-1985. First presented to the Board of Trustees in a tentative way on January 30, 1977, a Master Planning Committee was established as follows:

Joseph G. Smoot, Chairman
Robert D. Moon, Jr., Secretary
David H. Bauer
Stanley M. Bell
Thomas H. Blincoe
Lowell L. Bock
LeRoy H. Botten
Douglas K. Brown
Fonda L. Chaffee
Kenneth W. Cobb
Carl Coffman
Floyd L. Costerisan
Y. Alice Cox
William W. Davidson
Mercedes H. Dyer
Robert E. Firth
Dwain L. Ford
V. Edward Garber
Herald A. Habenicht
Willis J. Hackett
Paul E. Hamel
Gerhard F. Hasel
Kendall E. Hill
Paul T. Jackson
Charles Keymer
Robert E. Kingman
Arnold A. Kurtz
Mary Jane Mitchell
Merlene A. Ogden
Richard T. Orrison
Humberto M. Rasi
Richard W. Schwarz
Vernon H. Siver
Fred R. Stephan
Edward A. Streeter
Elaine M. Taylor
Wilson L. Trickett
Charles R. Upshaw
Robert A. Williams
John B. Youngberg

Ad hoc sub-committees of the Master Planning Committee were appointed to study various aspects of the projected needs of the University and report to the full Master Planning Committee. Some of these ad hoc committees are still active and others may be established in the future. As the work of the Master Planning Committee progressed, several standing sub-committees were established. These will have the responsibility for guiding the entire campus planning activity during this eight year period. They are as follows: Academic Planning, Building, Campus Planning, Development, Facilities Planning, and Property Acquisitions. The following policy statement will guide the work of the Master Planning Committee and its standing sub-committees.

Master Planning Committee. The Master Planning Committee will be the overall guiding committee for academic and campus planning. This committee may make recommendations to the general faculty and give advice to the officers of the University. Members will be appointed annually by the president and will be broadly representative of the University community. The Master Planning Committee may establish ad hoc and standing sub-committees whose members will be appointed by the president. The ad hoc sub-committees of the Master Planning Committee will be responsible for a specific assignment. They may make reports and recommendations either to the Master Planning Committee or one of its standing sub-committees. The standing sub-committees of the Master Planning Committee will be responsible for advising the officers of the University concerning the development program and campus and academic planning, and may make recommendations to the Master Planning Committee.

There are six standing sub-committees of the Master Planning Committee. These sub-committees will meet on a regular basis and in this way give overall guidance to the development program. Specific functions of each sub-committee are as follows:

Academic Planning Sub-committee. This sub-committee will review annually the Academic Master Plan to keep it up-to-date. Periodically, the entire Academic Master Plan will be revised as needed.

Building Sub-committee. This sub-committee will be assigned building projects scheduled by the Facilities Planning Sub-committee and will be responsible for advising the officers of the University

concerning decisions related to each project under construction. If major decisions that alter the original plan are required, the concurrence of the Facilities Planning Sub-committee and/or the Master Planning Committee will be necessary.

Campus Planning Sub-committee. This sub-committee will be responsible for advising the officers of the University and coordinating all campus physical planning including building sites, landscaping, roads, sidewalks, and other aspects of the physical development of the campus. Major decisions will be referred to the Master Planning Committee for concurrence.

Development Sub-committee. This sub-committee has the responsibility of advising the officers of the University and guiding the development program, A HIGHER STANDARD: ANDREWS UNIVERSITY CAPITAL FUND 1985, as well as any other development concerns not specifically included in the eight-year plan.

Facilities Planning Sub-committee. This sub-committee has the responsibility of reviewing building specifications prepared by *ad hoc* sub-committees of the Master Planning Committee for specific projects and advising the officers of the University concerning them. In some cases the Facilities Planning Sub-committee may initiate the planning for building specifications. This sub-committee will give final approval to building specifications including space assigned for various functions. When the building specifications have been approved, this sub-committee will make a recommendation concerning an architect to the president of the University who in turn will make a recommendation to the Board of Trustees. This sub-committee will

conduct all planning with the architect through the vice chairman. When the architectural plans have been finally approved by this committee, they will be recommended to the Board of Trustees. The Facilities Planning Sub-committee will advise the officers of the University concerning the scheduling of the building projects. After approval by the Board of Trustees, each building project will be assigned to the Building Sub-committee for construction according to the schedule set by the Facilities Planning Sub-committee.

Property Acquisitions Sub-committee. This sub-committee will be responsible for advising the officers of the University concerning all proposals for the acquisition of property including the orderly acquisition of property adjacent to University-owned property. In cases where the sub-committee cannot be called in time to reach a decision, a full report shall be made as a matter of record.

III. THE UNIVERSITY'S PRESENT OPERATION

A. Objectives

The objectives of the University may be stated by quoting selected passages of the published statement in the University Bulletins:

> Andrews University is a Seventh-day Adventist institution of higher education. It was established to provide a high quality education in the arts and sciences and in vocational, pre-professional, and professional education for the youth of the Adventist Church.
>
> Inasmuch as the University was established and is financed primarily by the members of the Seventh-day Adventist Church, among University goals high priority is given to maintaining a campus environment favorable for the spiritual, intellectual, social and physical development of students. . . .

> The University serves as a training and research center for the worldwide activities of the Seventh-day Adventist Church. It has as a primary concern the nurture and training of leaders for the church and its enterprises, and for the vocations and professions which by their nature are service-centered. The Board of Trustees also desires that Andrews University render service and guidance to society, locally, nationally, globally. . . .
>
> The Board of Trustees plans that the University program shall encompass as far as the growing resources and facilities will permit, the broad range of scholarly pursuits. . . .

The objectives by which Andrews University has been guided and will continue to be guided call for the University to develop a broad range of studies, an organized community of colleges and professional schools, an international graduate center, and an environment that fosters spiritual, intellectual, physical, and social growth. The teaching, research, and service mission of the University creates a community of scholars that consists of teachers and students learning together.

B. Organization

The University was first organized as three schools. Emmanuel Missionary College became the undergraduate college, and Potomac University's School of Graduate Studies and Theological Seminary became the graduate and professional schools for the University. In 1974, a new College of Technology was organized. In 1975, the Andrews University Academic Master Plan projected several professional schools which included business, education, law, and music. No new schools have been organized because of the pending regular accreditation visit of the North Central Association in 1979, since it takes some time for organizational changes to operate smoothly. There is no reason

why schools of business, education, and possibly music cannot be organized during the course of this development plan.

C. Facilities

The present facilities of the University are for the most part in excellent condition. There are, however, needs for additional facilities. There is a crowded situation in the student housing area both for the undergraduate and the graduate students. Two wooden buildings need to be removed. The administration building must be replanned so far as the services that are available there. The new academy building will release space in Bell Hall and the gymnasium. This space is needed by departments already in these buildings.

The departments of art and music are inadequately housed. There are also inadequate facilities for the College of Technology. A school of business will require an identifiable structure to house a much needed stronger business program. There is a definite need for a redeveloped industrial area and more adequate space to plan new industries. The independent enterprises constitute one of Andrews University's greatest assets.

While the campus is serving the University adequately today, there are definite weaknesses which need careful planning in order to achieve a better plan to develop even stronger educational programs for the University.

D. Academic Programs

The undergraduate and graduate programs are basically established. No new major undergraduate programs are being planned except for inter-

disciplinary types of programs that may draw on existing curricula. The possibility of Master's programs in nursing and social work have been noted in the Master Plan. There is also the possibility of doctoral work in English and music either offered in the Ed.D. program or in a Doctor of Arts degree program. It may well be desirable to offer doctoral work in business since so few students trained at the doctoral level can be attracted to Adventist business programs as teachers.

E. Independent Operations

Andrews University is somewhat unique even in Seventh-day Adventist higher education with respect to what is termed independent operations because it is the largest such activity in any Adventist school. Through the past fifteen years, University commercial enterprises have generated nearly $4,000,000 in cash flow to the University through depreciation funds, scholarship funds, administration charges, campus overhead allocations, and gains. Because the gains of these operations are now subject to taxes, the University has made interest charges for the capital funds provided for these operations. This new financial burden has caused some problems in the financial success of the independent operations. However, intensive study is being given to improve the financial operation of these enterprises. In the fiscal year ending June 30, 1977, they provided $2,221,687 for student labor.

IV. FUTURE REQUIREMENTS

A. Basic Assumptions

Andrews University has some important needs to make the physical plant a first-class University campus that will adequately provide for the current programs. There are no frills in this basic plan for campus expansion. A modest enrollment increase is projected during the period until 1985. Robert Moon, Director of Institutional Research, has predicted that Andrews University can expect to have enrollment increases during this period at the rate of two to three percent per year based upon the growth of Lake Union Conference and North American Division constituencies. In a study prepared for the Academic Master Plan, he found that from 1966 through 1976, the Lake Union Conference membership grew from 43,466 to 53,362 or 22.76 percent. During this same period, the North American Division grew from 391,014 to 531,632 an increase of 35.96 percent. This represents a compounded growth rate of about 3.12 percent per year.

During the years 1966 through 1976, the opening enrollment at Andrews University increased from 2,081 to 2,830, an increase of almost 36 percent. This represented a compounded growth rate of 3.122 percent, almost identically the same as that of the North American Division.

Several factors related to student enrollment figures should be noted. Andrews attracts a large number of foreign students and also students from outside the Lake Union. In future population projections dips in the birth rate means there is a smaller pool of 18

year olds that will be available from which higher education can attract students. An increasing demand for continuing education may offset this. An increase in church membership may reflect the general population trends so far as the birth rate is concerned. Hence, there could be fewer children among new church members which would have the effect of lowering the percentage increase of students at Andrews compared to church memberships cited above. We really do not have accurate information on which to make such projections. In all likelihood, it is safe to plan on a minimum of 2% average increase up to 1985.

B. Projected Requirements

The following table gives the requirements for expansion for Andrews University during the next eight year period.

FUNDING REQUIREMENTS AT ANDREWS UNIVERSITY
1977-1985

Educational Facilities

Academy		$ 2,300,000	
Aviation Facility		300,000	
Education Facility		200,000	
Fine Arts Center		4,800,000	
School of Business Facility		1,000,000	
Technology Facility		3,000,000	
Library Development		800,000	
			12,400,000

Student Life Facilities

Residence Facilities		5,000,000	
Men's Residence Hall	1,000,000		
Women's Residence Hall	1,000,000		
Married Students' Apartments	3,000,000		
Physical Education Facilities		750,000	
			5,750,000

Independent Operations Facilities

Industrial Park		2,000,000	
Commercial Development		1,100,000	
Accounting Office Building			
Bank Building			
Medical Center Building			
			3,100,000

General Plant Development

Plant Development (Utilities, etc.)		750,000	
University Expansion, Current		1,100,000	
University Expansion, Future		400,000	
			2,250,000

Endowment

Operating			3,800,000
Scholarships			3,000,000
			30,300,000

C. The Three Phases of the Development Program

In consultation with Ketchum, Inc., this development program is planned in three phases which will permit an orderly completion of some projects and enable the various constituencies to relate directly to the phases where their particular interests are paramount. There will be an overlapping as far as fund-raising is concerned since some funds raised during 1978 will apply to the period in phase II.

PHASE I
1977-1978

Educational Facilities		
Academy	1,615,000	
Aviation Facility	150,000	
Education Facility	200,000	
Technology Facility	225,000	
Library Development	100,000	2,290,000
Student Life Facilities		
Men's Residence Hall	1,000,000	1,000,000
Independent Operations Facilities		
Commercial Development Accounting Office Building Bank Building Medical Center Building	1,100,000	1,100,000
General Plant Development		
Plant Development (Utilities, etc.)	100,000	
University Expansion, Current	340,000	
University Expansion, Future	50,000	490,000
Endowment		
Operating and Scholarships	450,000	450,000
TOTAL		5,330,000

PHASE II
1979-1982

Educational Facilities		
Academy	685,000	
Aviation Facility	150,000	
Fine Arts Center	4,729,000	
School of Business Facility	1,000,000	
Technology Facility	2,364,000	
Library Development	400,000	9,328,000
Student Life Facilities		
Women's Residence Hall	1,000,000	
Married Students' Apartments	1,500,000	
Physical Education Facilities	285,000	2,785,000
Independent Operations Facilities		
Industrial Park	1,200,000	1,200,000
General Plant Development		
Plant Development (Utilities, etc.)	625,000	
University Expansion, Current	520,000	
University Expansion, Future	85,000	1,230,000
Endowment		
Operating and Scholarships	1,400,000	1,400,000
TOTAL		15,943,000

PHASE III
1983-1985

Educational Facilities		
Fine Arts Center	71,000	
Technology Facility	411,000	
Library Development	300,000	782,000
Student Life Facilities		
Married Students' Apartments	1,500,000	
Physical Education Facilities	465,000	1,965,000
Independent Operations Facilities		
Industrial Park	800,000	800,000
General Plant Development		
Plant Development (Utilities, etc.)	25,000	
University Expansion, Current	240,000	
University Expansion, Future	265,000	530,000
Endowment		
Operating and Scholarships	4,950,000	4,950,000
TOTAL		9,027,000

D. The Justification for the Projected Development Program

1. Justification for Educational Facilities Needs. The educational needs projected for this development program will provide facilities to first rank for all programs. Growth is expected largely in this period in business and technology programs.

The Andrews Academy building will enable The University School to have a fine, modern plant in two buildings and its own recreation fields to provide quality education for grades K-12. The University School also serves as an important part of the University's teacher education program by providing excellent facilities for directed teaching. The entire funding for this facility is from the Seventh-day Adventist Church.

The aviation building will provide a modern instructional facility for the flight training program and for the airframe and powerplant mechanics program as well as facilities for the world Adventist Aviation Center and certain airpark commercial operations.

When the academy vacates its portion of Bell Hall, the building will be reassigned to University instructional programs. A major portion will be assigned to the Department of Education which has an acute need to house the doctoral programs in educational administration, educational psychology and counseling, and religious education. These programs require specialized laboratories and additional office space for the faculty. Extensive remodeling will not be undertaken although some reconstruction, decorating, and painting will be done and air conditioning will be provided.

The Fine Arts Center is a major facility needed to complete

the provision for adequate housing of programs in the broad areas of learning represented in the University curricula. The humanities, natural sciences, and social sciences are now settled largely in good facilities. The Department of Music has achieved national distinction in totally outdated facilities; the Department of Art even though using imagination in restoring an old wooden building destined for removal, is poorly housed. Teachers in these departments are leaders in their fields and highly regarded. An auditorium is planned for this facility to seat about 3,500 people. A major university deserves such a facility. With a total University community of probably 7,000 people, such an auditorium will not be extravagant but will meet a very important University requirement.

Andrews University must develop a School of Business. We are currently bringing together an outstanding young faculty with good potential to make a strong contribution in the education of business personnel. An identifiable facility will enable us to develop the Department of Business Administration into a School of Business with national professional accreditation. Such a development will bring greater strength to the Seventh-day Adventist Church and its worldwide institutional operations which must have trained business leaders for their complex affairs. Such a school will help to attract continuing support to the University from corporations because of the free-enterprise orientation of Andrews University.

The College of Technology needs more consolidated facilities to house the programs which can, if properly promoted, attract students many of whom will be able to secure positions in industry. It is

imperative that these programs be more adequately housed to assure Adventist young people that these are not "second class" areas of study in the University. These facilities will be planned to be built in sections as growth is assured.

The James White Library is rapidly becoming minimally adequate as a small research library. The General Conference of Seventh-day Adventists has planned to continue to strengthen the University library with a special appropriation. It is hoped to attract matching support from foundations for this funding already provided.

2. Justification for Student Life Facilities. Residence facilities are crowded at Andrews. Burman Hall is a wooden structure that is going to need extensive remodeling to meet insurance codes. For the past two years overcrowding of Meier Hall has caused considerable unrest. Consequently, the men's residence hall is an urgent priority. Lamson Hall is also crowded, which means that there is not enough space for graduate women. Currently additional women's housing requirements are being met by using housing on Westwood Drive. It is possible that eventually a new women's residence hall will be needed. Housing for married students continues to be critical.

Physical education facilities at Andrews University are fairly adequate with two gymnasiums, a swimming pool, and recreation fields provided for students. Additional tennis courts, a projected field house for indoor sports such as tennis and track during the long winter months when it is impossible to play outside should be seriously considered at the earliest possible date.

3. Justification for Expansion of Independent Operations. The independent operations are vital to the prosperity of Andrews University, and are a real challenge to operate successfully. The development of new enterprises is essential to provide more jobs for students. Several of these enterprises are housed in structures in a location where little expansion can take place. A new modern industrial park must be planned to permit the development of related clusters of industries and, possibly, common warehouse facilities. Thriving industries require trucking access that is increasingly difficult in their current locations. A beginning of the implementation of this plan during this period will be a really important part of the entire program.

The University owns important commercial property on US Highway 31-33. Good stewardship requires that this commercial property be properly developed to assure long term financial growth. The three proposed buildings to house an accounting office firm, a bank, and a medical center will become income producing property at least for as long as the period required to finance the project.

There are some other aspects of commercial property development that have not been considered in this long range plan, but will undoubtedly become a necessity during this period. The expansion of the University Plaza is one such project and the development of property on the south side of US 31-33 will undoubtedly demand attention. The situation is not clear enough at present to make precise plans.

4. Justification for General Plant Development. The expansion of facilities on campus will require some plant development

such as utilities and sewerage treatment. Any campus development plan that does not provide for such an eventuality would not be realistic.

Control of all the property in the campus view area is an eventual necessity. At the same time payment for the current expansion that has been financed through long-term funds must be made. This aspect of this plan is crucial to the development of the campus.

5. Justification for An Increase in the Endowment Fund.

Andrews University has approximately $1,000,000 in endowment funds. It is imperative that these funds be significantly augmented during this period to provide the margin in operation that will enable the University to cope with inflationary costs without resorting to large tuition increases. This will assure a stronger university in 1985.

V. PROJECTED DEVELOPMENT PLANS TO MEET ANDREWS UNIVERSITY'S REQUIREMENTS

A. Source of Income

The sources of income to fund the needs of the University are planned as follows. Ketchum, Inc., was engaged to make a feasibility study in the autumn of 1977 of the development program and they have reported that the following funding plan is readily feasible and well within the reach of Andrews University.

SOURCE OF FUNDING
TO FINANCE ANDREWS UNIVERSITY NEEDS
1977-1985

Seventh-day Adventist Church		11,100,000
Lake Union Conference	5,600,000	
General Conference	3,200,000	
Church funding for Academy	2,300,000	
Voluntary Support		11,100,000
Alumni	2,500,000	
Church Members	600,000	
Development Council	2,500,000	
Administration, Faculty, Staff, Students	400,000	
Trustees	400,000	
Friends of AU	1,700,000	
Trusts	500,000	
Corporations, Foundations, Individuals	5,000,000	
Self-liquidating Long Term Financing		8,100,000
TOTAL		30,300,000

B. Strategies to Achieve Income Projections

The financial plan is the heart of the development program. The challenge for Andrews University is to make the case for the University's needs and the funds will undoubtedly follow. An explanation of these funding sources give assurance of the reliability of this development program.

Seventh-day Adventist Church Support. The Seventh-day Adventist Church has a record of supporting its colleges and universities more adequately than that of any other denomination. There are two basic church sources for capital funds for the University. The Lake Union Conference through its constituent conferences provides capital appropriations on a percentage of tithe basis. These projections have been carefully made. The General Conference provides capital funds each year in an annual appropriation. The officers of both of these organizations have agreed that these funds are reasonably projected and unless some major church funding problem arises in the amount of tithes and offerings received, these funds can be expected for this development program.

Voluntary Support:

Alumni. The alumni of Andrews University now numbers 11,000. A large group are church employed either in this country or abroad. Many alumni enter service-type careers. Even though the University is receiving between $200,000 and $300,000 a year currently in alumni giving, this projection calls for an increase in the level of giving and it will be a challenge to realize this.

Church Members. Andrews University is permitted to have a biennial offering in every Seventh-day Adventist church in North America. There will be four such offerings in this period. The most recent one amounted to $130,000. There is no reason why the total projected cannot be easily reached and, hopefully, exceeded.

Development Council. This will be a new venture for the University. It is planned to make a special appeal to trustees, faculty, friends of the University, and some selected alumni for a very special fund-raising effort. It is expected that this effort will attract some Adventist philanthropic dollars especially for the School of Business and the College of Technology facilities. There will be the potential for named facilities that will be a memorial to major donors.

Trusts. The University has about $12,000,000 in trusts. About half of those will mature in thirty years, although the recent record shows that the projected funds will probably easily be realized and perhaps exceeded.

Corporations, Foundations, Individuals. Andrews University is planning a second capital gifts campaign to include local businesses, corporations, and individuals and directed by Southwestern Michigan civic leaders. Ketchum, Inc. of Pittsburgh was retained to make a feasibility study in some depth for this segment of the funding plan. They report enthusiastic support from many local leaders and recommend a campaign in two phases for the spring of 1978 and later in the 1980's, for $2,000,000. An economic impact study will

show that the University is a major economic force in southwestern Michigan as well as a strong cultural asset. As the Herald Palladium has stated, Berrien County will be known perhaps primarily as the home of Andrews University.

Integral to this phase of funding will be a major effort to attract foundation support of an increasing amount. It is believed that as Andrews University demonstrates its strength as one of the stronger universities in the state and this Great Lakes region, that foundations will rally to bring their support.

Self-liquidating Long Term Financing. Certain projects in this plan will be financed with long-term funds. The commercial development will be planned on a self-liquidating basis as this can be financed. The independent operations will finance their development primarily through operating gains that can reasonably be expected as past performance so indicates. Some funds may need to be provided for their expansion but this can in all likelihood be accomplished because of certain funds not assigned in this plan and also from possible funds received in excess of the projected amount. Residence facilities will be financed primarily through depreciation funds and student charges.

C. Cash Flow Plan

A cash flow plan has been proposed to relate the projected income to the schedule for the development program. This cash flow plan is necessarily a fluid one that will be adjusted as realities of circumstances demand. It is easier to project church support than voluntary support or long-term financing. Funds may not materialize

just as planned but we believe these funds will be available during this period. The following cash-flow charts show the projection based on areas of support.

ANDREWS UNIVERSITY
CAPITAL FUND 1985

Fiscal Year Ending		SEVENTH-DAY ADVENTIST SUPPORT									
PROJECT	TOTAL	1977	1978	1979	1980	1981	1982	1983	1984	1985	TOTAL
Academy	2,300,000	395,000	1,220,000	590,000	75,000	20,000					2,300,000
Aviation Facility	300,000			75,000							75,000
Education Facility	200,000		100,000								100,000
Fine Arts Center	4,800,000				270,000	543,000	525,000				1,338,000
School of Business	1,000,000			200,000	370,000						570,000
Technology Facility	3,000,000		100,000	95,000	45,000	352,000	215,000	360,000	51,000		1,218,000
Library Development	800,000		50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	400,000
Residence: Men Women Married	1,000,000 1,000,000 3,000,000										
Physical Education Facilities	750,000			100,000			100,000	100,000	31,000		331,000
Industrial Park	2,000,000										
Accounting/Bank/ Medical Building	1,100,000										
Plant Development	750,000		100,000	250,000	200,000	75,000	100,000	25,000			750,000
University Expansion, Current	1,100,000	20,000	320,000	220,000	100,000	100,000	100,000	100,000	100,000	40,000	1,100,000
University Expansion, Future	400,000		50,000				85,000	100,000	100,000	65,000	400,000
Endowment	6,800,000							475,000	918,000	1,125,000	2,518,000
TOTAL	30,300,000	415,000	1,940,000	1,580,000	1,110,000	1,140,000	1,175,000	1,210,000	1,250,000	1,280,000	11,100,000

ANDREWS UNIVERSITY
CAPITAL FUND 1985

Fiscal Year Ending		VOLUNTARY SUPPORT									
PROJECT	TOTAL	1977	1978	1979	1980	1981	1982	1983	1984	1985	TOTAL
Academy	2,300,000										
Aviation Facility	300,000	117,000	33,000	75,000							225,000
Education Facility	200,000		100,000								100,000
Fine Arts Center	4,800,000				870,000	1,271,000	1,250,000	71,000			3,462,000
School of Business	1,000,000			130,000	220,000	80,000					430,000
Technology Facility	3,000,000		125,000	425,000	450,000	782,000					1,782,000
Library Development	800,000		50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	400,000
Residence: Men Women Married	1,000,000 1,000,000 3,000,000										
Physical Education Facilities	750,000			85,000				334,000			419,000
Industrial Park	2,000,000										
Accounting/Bank/Medical Building	1,100,000										
Plant Development	750,000										
University Expansion, Current	1,100,000										
University Expansion, Future	400,000										
Endowment	6,800,000		450,000	250,000	250,000	250,000	650,000	850,000	900,000	682,000	4,282,000
TOTAL	30,300,000	117,000	758,000	1,015,000	1,840,000	2,433,000	1,950,000	1,305,000	950,000	732,000	11,100,000

ANDREWS UNIVERSITY
CAPITAL FUND 1985

Fiscal Year Ending		SELF-LIQUIDATING LONG TERM FINANCING									
PROJECT	TOTAL	1977	1978	1979	1980	1981	1982	1983	1984	1985	TOTAL
Academy	2,300,000										
Aviation Facility	300,000										
Education Facility	200,000										
Fine Arts Center	4,800,000										
School of Business	1,000,000										
Technology Facility	3,000,000										
Library Development	800,000										
Residence: Men	1,000,000		1,000,000								1,000,000
Women	1,000,000					1,000,000					1,000,000
Married	3,000,000			750,000		750,000		750,000		750,000	3,000,000
Physical Education Facilities	750,000										
Industrial Park	2,000,000			200,000	500,000		500,000	200,000	500,000	100,000	2,000,000
Accounting/Bank/Medical Building	1,100,000		1,100,000								1,100,000
Plant Development	750,000										
University Expansion, Current	1,100,000										
University Expansion, Future	400,000										
Endowment	6,800,000										
TOTAL	30,300,000		2,100,000	950,000	500,000	1,750,000	500,000	950,000	500,000	850,000	8,100,000

ANDREWS UNIVERSITY
CAPITAL FUND 1985

Fiscal Year Ending		SUMMARY									
PROJECT	TOTAL	1977	1978	1979	1980	1981	1982	1983	1984	1985	TOTAL
Academy	2,300,000	395,000	1,220,000	590,000	75,000	20,000					2,300,000
Aviation Facility	300,000	117,000	33,000	150,000							300,000
Education Facility	200,000		200,000								200,000
Fine Arts Center	4,800,000				1,140,000	1,814,000	1,775,000	71,000			4,800,000
School of Business	1,000,000			330,000	590,000	80,000					1,000,000
Technology Facility	3,000,000		225,000	520,000	495,000	1,134,000	215,000	360,000	51,000		3,000,000
Library Development	800,000		100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	800,000
Residence: Men	1,000,000		1,000,000								1,000,000
Women	1,000,000					1,000,000					1,000,000
Married	3,000,000			750,000		750,000		750,000		750,000	3,000,000
Physical Education Facilities	750,000			185,000			100,000	434,000	31,000		750,000
Industrial Park	2,000,000			200,000	500,000		500,000	200,000	500,000	100,000	2,000,000
Accounting/Bank/ Medical Building	1,100,000		1,100,000								1,100,000
Plant Development	750,000		100,000	250,000	200,000	75,000	100,000	25,000			750,000
University Expansion, Current	1,100,000	20,000	320,000	220,000	100,000	100,000	100,000	100,000	100,000	40,000	1,100,000
University Expansion, Future	400,000	50,000					85,000	100,000	100,000	65,000	400,000
Endowment	6,800,000		450,000	250,000	250,000	250,000	650,000	1,325,000	1,818,000	1,807,000	6,800,000
TOTAL	30,300,000	582,000	4,748,000	3,545,000	3,450,000	5,323,000	3,625,000	3,465,000	2,700,000	2,862,000	30,300,000

ANDREWS UNIVERSITY CAPITAL FUND
SUMMARY
(in thousands)

	Total	Church Support	Voluntary Support	Long-Term Financing
Academy	2,300	2,300		
Aviation Facility	300	75	225	
Education Facility	200	100	100	
Fine Arts Center	4,800	1,338	3,462	
School of Business Facility	1,000	570	430	
Technology Facility	3,000	1,218	1,782	
Library Development	800	400	400	
Residence Facilities Men Women Married Students	5,000			5,000
Physical Education Facilities	750	331	419	
Industrial Park	2,000			2,000
Accounting, Bank Medical Building	1,100			1,100
Plant Development	750	750		
University Expansion, Current	1,100	1,100		
University Expansion Future	400	400		
Endowment	6,800	2,518	4,282	
TOTALS	30,300	11,100	11,100	8,100
	100%	36.6%	36.6%	26.8%

ANDREWS UNIVERSITY
CAPITAL FUNDS RESOURCES PROJECTION
(in thousands)

	1977	1978	1979	1980	1981	1982	1983	1984	1985	Total
Church										
Lake Union	20	320	590	635	720	775	810	850	880	5,600
General Conference		400	400	400	400	400	400	400	400	3,200
Academy Fund	395	1,200	590	75	20	___	___	___	___	2,300
	415	1,940	1,580	1,110	1,140	1,175	1,210	1,250	1,280	11,100
Voluntary Support										
Alumni	67	220	245	265	290	325	350	360	378	2,500
Church Members		125		140		155		180		600
Development Council		125	200	250	375	436	550	310	254	2,500
Trusts					100	100	100	100	100	500
Corporations, Foundations and Individuals	50	288	570	1,185	1,668	934	305	___	___	5,000
	117	758	1,015	1,840	2,433	1,950	1,305	950	732	11,100
Self-Liquidating Long term Financing		2,100	950	500	1,750	500	950	500	850	8,100
GRAND TOTAL	532	4,798	3,545	3,450	5,323	3,625	3,465	2,700	2,862	30,300

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VI. CAMPUS PLANNING

A. General Statement

Concurrently with the development of the concepts of the future requirements for campus growth, and with the organization of the development program designed to fund these requirements, the Master Planning Committee has also developed a plan for the expansion of campus facilities. In giving study to this matter, the Master Planning Committee has relied on the Perkins & Will proposals to provide the basic direction for campus expansion. A consultant, Mr. Grover Starr, currently on the staff of Neptune and Thomas Associates, San Diego, has visited the University and is in the process of preparing a campus design for further consideration. He has had considerable experience in this endeavor having served as the primary campus design architect for San Jose State University.

Current campus planning calls for several related developments to achieve the culmination of 76 years of development on the older part of the campus and set the course for the realization of a completely planned campus for the future. These are as follows:

- Develop single student housing around the recreation fields.
- Develop the area on the north end of the campus beyond Meier Hall into student recreational areas or reserve it for future housing needs.
- Remove all residential housing along the back part of the campus.
- Develop the site at the north of the Mall as a major academic site.

- Plan for expansion of married student housing in areas adjacent to Beechwood Apartments on Grove Avenue and in the area by Timberland Avenue.
- Plan for the parking lot by the Science Complex.
- Plan instructional buildings south of Seminary Drive.
- Reserve space adjacent to the Science Complex on the south side as well as on the south side of the James White Library and Seminary hall. The first two may be needed for expansion of the Science Complex and library.
- Emphasize the concept of intersecting malls with the older mall extending at least to Seminary Drive, a new mall extending from US 31-33 across Seminary Drive to the James White Library, and a mall intersecting the old mall about where Griggs Hall and the music building are located to tie the residential part of the campus to the academic part.
- Locate the industrial park on suitable land adjacent to the University.
- Develop the commercial property along US 31-33 with the possibility of putting another street in on the eastern side of the Garland property to serve as an access to the apartments and reduce traffic on Garland Avenue.
- Plan the main entrance in the center of the campus view area.

B. Sites for Projected Facilities

Men's Residence Hall. A men's residence hall will be constructed on the Lemon Creek Bluff as a twin tower structure with the first

tower to be the first phase of construction.

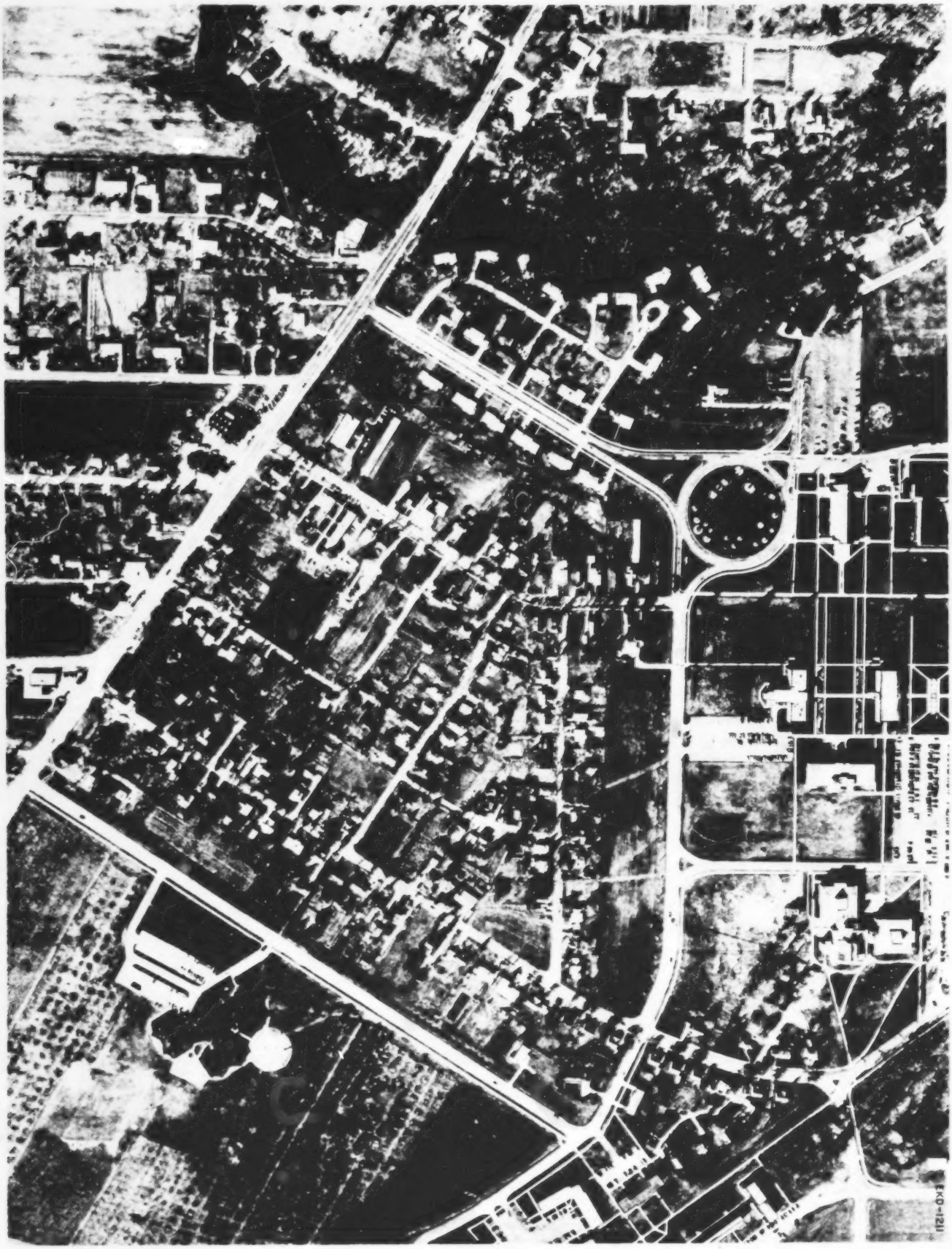
College of Technology Facility. This facility will be designed to be constructed in phases and will be located in the space at the north end of the mall. Burman Hall and the art building will be removed to permit this full site to be utilized.

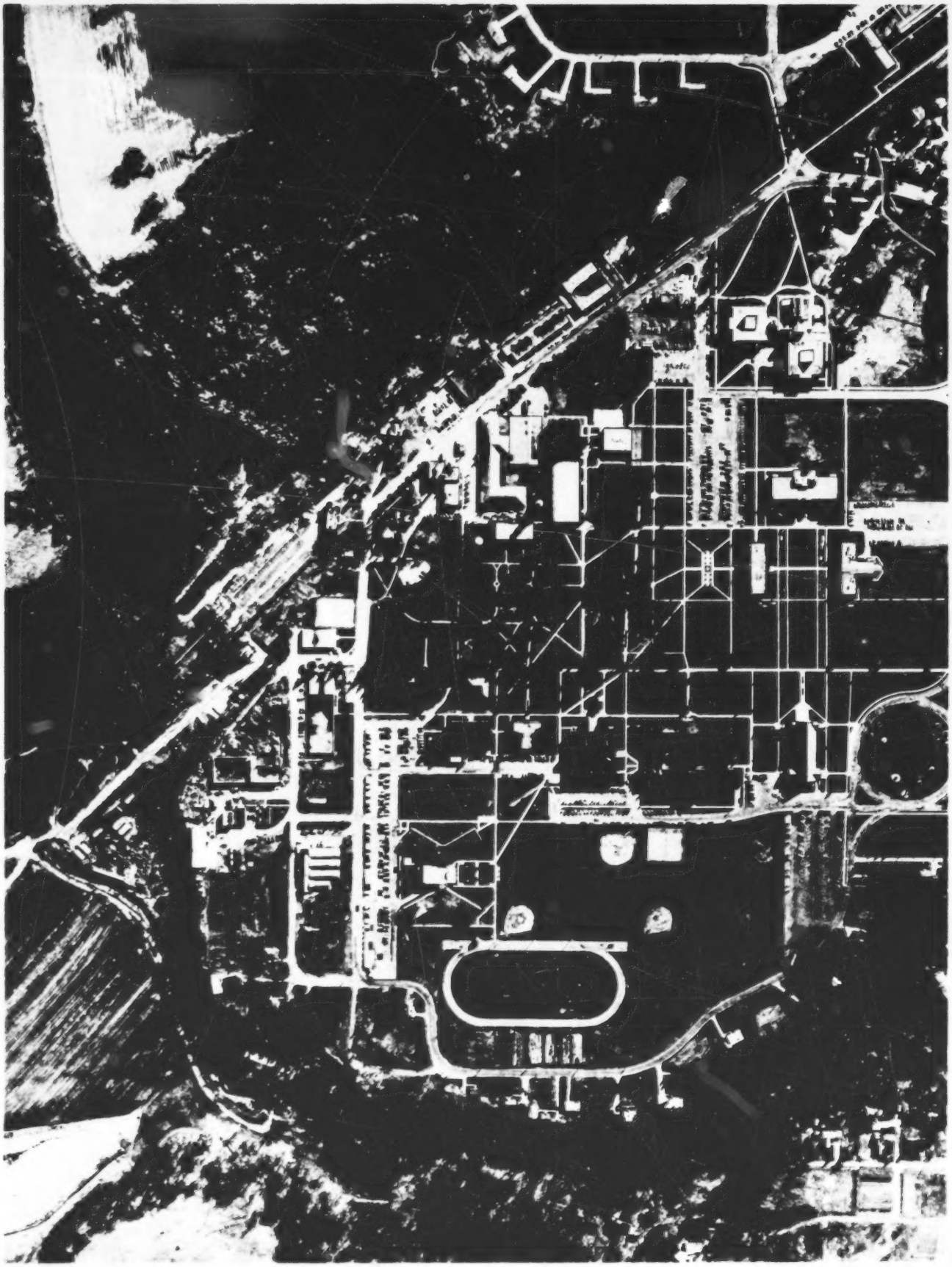
Fine Arts Center. This facility will be constructed south of Seminary Drive on a site to be determined after the architect makes preliminary plans. It will be planned to relate to the existing campus and also the area currently occupied by the campus view community which will be the area for future university expansion.

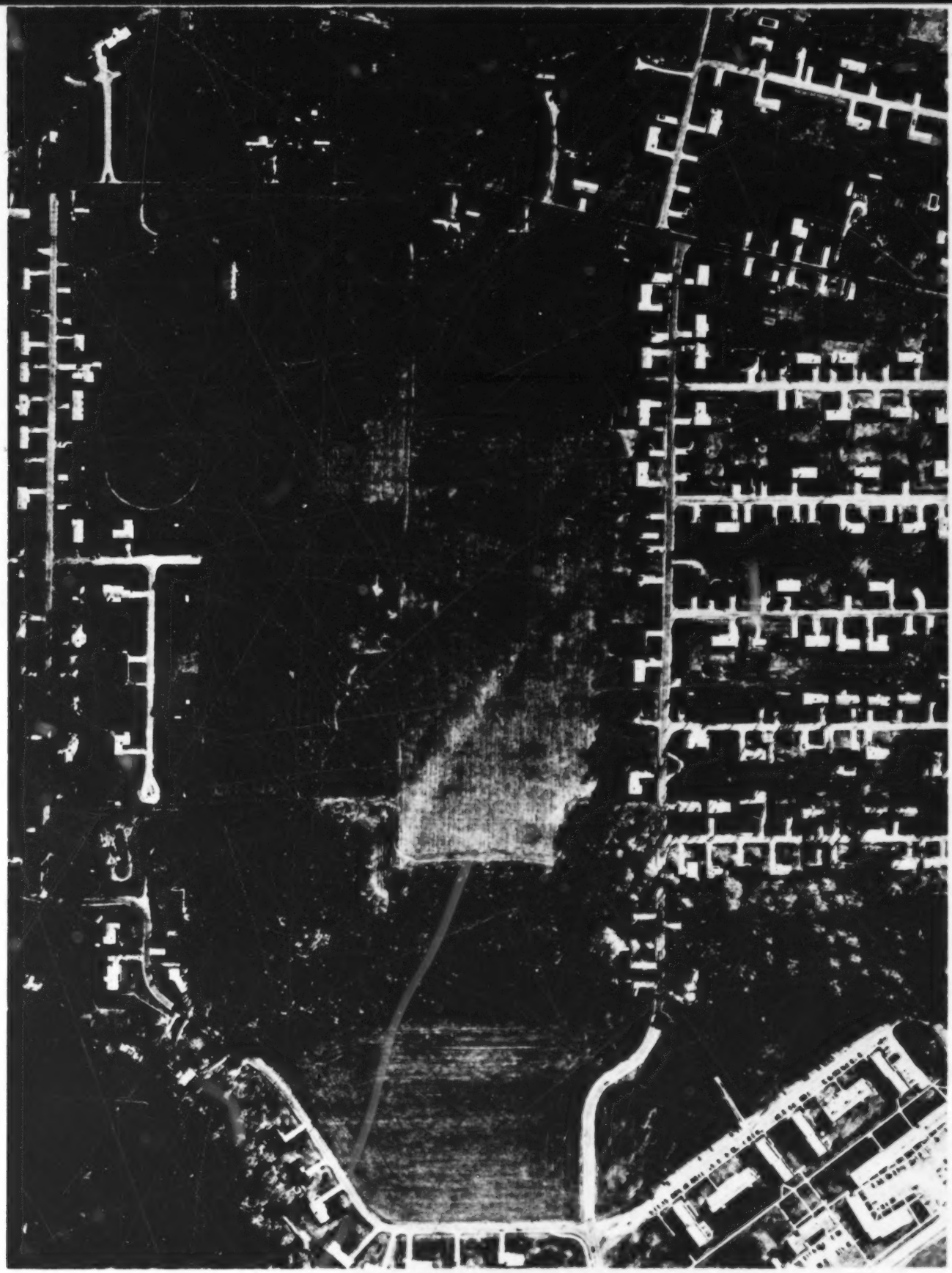
School of Business Facility. This facility will be located south of Seminary Drive in a site that will be decided after the Fine Arts Center is located. It may conceivably be the first building to project beyond the Fine Arts Center into the new campus area.

C. Aerial Photographs

Further details of campus planning are currently under study. The following four pages are aerial maps of the campus which enable us to visualize more easily the determination of sites.

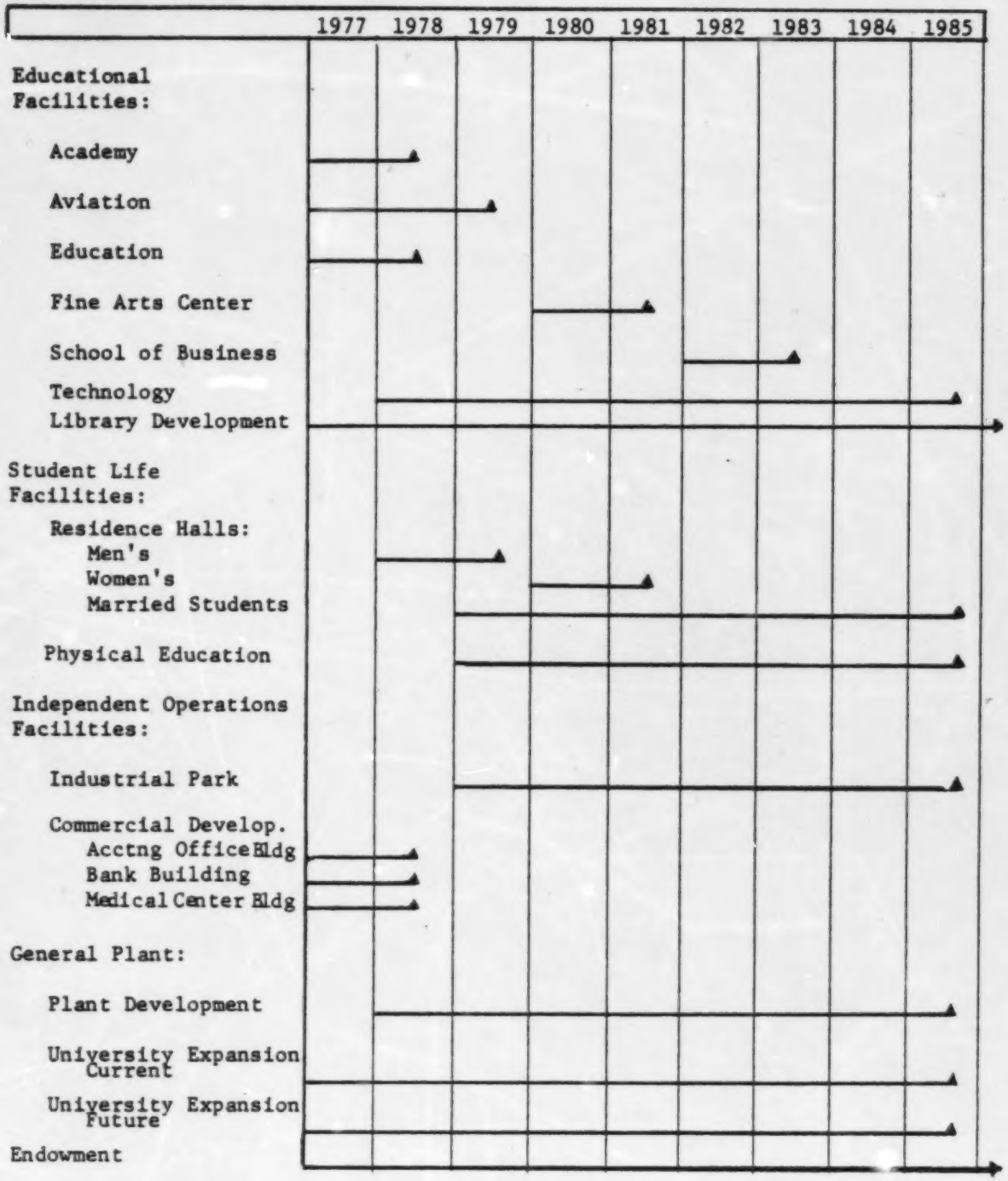






D. Schedule for Campus Development Program

The following Schedule for the Campus Development Program is planned to correlate with the acquisition of funds.



APPENDIX A

APPENDIX B

CONFERENCE MEMORANDUM CONCERNING
ANDREWS UNIVERSITY LONG RANGE PLANNING
April 3, 1963

Walter S. Lincoln
Perkins & Will

First Meeting March 6-7, 1963 - Faculty and Administration

Second Meeting March 29, 1963 - Building and Grounds Committee of the Board of Trustees

A. Buildings and Grounds - Now and Future

1. Have enough classroom space now for foreseeable future.

2. Will need completely new elementary and secondary teaching ("lab") school in near future. It should possibly be placed between College and Village, possibly in existing orchard with new housing.

3. The College has sufficient library and student dining space for at least ten years.

4. The main church is a separate religious building and should not be used for secular meetings.

5. The College will have to provide, in the future, some large chapel-auditorium meeting space for non-religious gatherings of a large per cent of student body (possibly 1,000 or more). May have too many small assembly halls now.

6. Need dorm space for 500 men right now; the existing dorms are in very bad shape.

7. Will need new Administration Building, possibly combined with maintenance staff headquarters.

8. Will need new Physical Sciences Building, possibly at north end of wall.

9. Will need new Physical Education Building with swimming pool, handball courts, etc. Existing gym has very small lockers, etc. Space very hard to use for both girls and boys P.E. at same time and is too far from any intramural athletic areas.

10. New men's dorms should contain an assembly area enough for dorm residents (and others?) and also possibly have shower-locker rooms for interim use as intramural sport facilities.

11. When elementary and secondary schools move to new site, and faculty administration moves to new building, new college classrooms and offices can be provided in each of these existing buildings.

12. Should possibly provide a new student activities center (linked to the Health Services Building) which would contain game rooms, swimming pool, handball and bowling, etc. Should also contain lockers and shower rooms for intramural outdoor sports, and possibly a faculty club — see items A-9 and B-2.

13. Library must remain as whole University library; North Central Assocation requires that it not be split between Seminary-Graduate School and College.

14. Church and Administration must have strong, visually unifying position; with library, they are the binding force of the whole University.

15. As student body grows, additional employment will have to be provided. This may mean new industrial building area which should not intrude on main instructional residential campus.

16. A Fine Arts Center should probably be near library for parking and easy access from town.

17. "The Point" should be deconverted to open park-like area. It is one of the most beautiful spots on campus and has a very strong emotional appeal to prewar graduates.

18. Removal of old buildings should proceed in this order -
    1. North
    2. Birch
    3. West
    4. Burman

19. In order of importance College needs -
    1. Men's Residence Halls for 500.
    2. Physical Sciences Building.
    3. Administration.
    4. Dorms for additional men and women.
       New undergraduate housing for 1,500 men -
       housing for 700 women will be needed eventually.
    5. Student Recreation Building connected to existing Student Health — see Items A-9 and A-12.

20. 20% of male students will probably have cars.

21. All the industrial, commercial and service activities should he outside the academic-residential area — screened off by roads and planting. This will remove one source of congestion from main campus.

22. Should develop the "central campus green" idea with peripheral buildings and roads.

B. Faculty and Administration

1. Faculty offices should be as close as possible to classrooms and should have some rooms for small group meetings nearby.

2. Faculty should have some central gathering place, lounge room, or club with small library, kitchenette, rest rooms, etc.

3. Faculty will probably remain at same per cent of student body during future growth.

C. Students

1. College will grow to 2,000 to 2,500 within 10-15 years, 60% men and 40% women. Probably a greater number will be married than is presently the case.

2. Seminary and Graduate Schools will increase to approximately 1,000 to 1,500, a large percentage will be married with children.

3. There are three separate groups to be housed.
   1. Graduate and seminary students, married and single.
   2. College students, married.
   3. College students, unmarried.

4. It may be desirable to have graduate student counselors living within undergraduate dorms as proctors or "tutors".

5. Students have two main meetings a week.
   1. Religious meeting meeting on Wednesday.
   2. A social, informational meeting on another day.
   3. A daily chapel meeting in the morning.

D. Graduate Schools and Seminary

1. Graduate School and Seminary are a separate part of the University, financially supported by the International Church; the College and lab school are supported primarily by the Lake Union Conference.

2. 10% of graduate and seminary students are from Lake Union Conference; 90% from the rest of the International Church.

3. Seminary must remain separate to attain accreditation by American Association of Theological Seminaries. However, the library must continue as a total "University" library. It cannot be split into three divisions, see Item A-13.

ANALYSIS AND PROPOSALS

At the meeting on March 29, 1963, Mr. Hutchinson presented the preliminary plan that he and the writer had prepared during the evening of the 28th, with these remarks.

The general purpose of long range planning is to bring together those areas and functions that properly belong together and to relate them to other different areas and functions in the most rational way.

Andrews University, in planning terms, is a "bipartite" institution, one in which there are two specific functional areas that must be related but retain their individuality. These two areas are the Undergraduate College and the Graduate School-Seminary.

The primary purpose of the master plan is to determine where to place new Undergraduate Residence Halls. The secondary purpose is to identify and reinforce those areas and functions that will serve to unify and strengthen the visual image of the whole University during its second century of continued growth. To do this Perkins & Will has proposed these various suggestions which are shown in the preliminary plan.

1. A peripheral road system which would keep all vehicular traffic out of the center of the campus (except for emergency vehicles on wide pedestrian walks and one or two dead end service drives).

2. That the main entrance parkway be terminated in a circular drive that would circle in front of existing main church and new Administration Building (adjacent to the former president's residence which would be moved). This would place them both in a central, visibly unifying, easily accessible position.

3. That the Graduate School-Seminary be developed as a separate unit in the south-east corner of the existing academic area. It would meet and join with the Undergraduate College at the library, new Administration Building and existing church.

4. That graduate level housing continue to develop in the present area and expand into the orchard when necessary.

5. That existing "lab" school be relocated in existing orchard when residential area develops there. This would enable it to serve the town and University equally well.

6. That any new educational buildings be placed at the north end of the existing academic area, closing it visually and screening off the farm and agricultural area.

7. That all existing and any new industrial, commercial or service areas be developed outside of the peripheral road network or suitably screened from view if they now exist within the ring road.

8. That the new student residential area develop to the west of the existing academic area and use the Health Science Building as a central magnet or pivot. The new men's residence should be built on the north end of the existing playing field and the women's on the south (starting near Lamson Hall).

9. That Lemon Creek, the "Point" and the park and picnic area east of the service station ll be retained and actively developed as natural beauty spots - a green "buffer" which would encircle the whole campus.

The foregoing constitutes our understanding of matters discussed and conclusions reached. Other participants are requested to review these items, and advise, in writing, the undersigned of any errors or omissions.

PERKINS & WILL

WSL/

APPENDIX C

Andrews University

EXPANSION PROGRAM

Projected 5 Years Beyond 1964-65 Fiscal Year

	Construction to Begin:	Estimated Cost	Funds Provided By:	Year Ending	Total Funds
1. **MEIER HALL	Nov. 1963	$1,200,000.00	Lake Union	6-30-64	$300,000.00
Land Improvements		75,000.00	(Authorized to	6-30-65	300,000.00
			borrow up to	6-30-66	300,000.00
			$700,000 in advance)	6-30-67	300,000.00
			A. U. Depreciation	6-30-65	75,000.00
		$1,275,000.00			$1,275,000.00
2. LAMSON HALL Addition	Sept. 1965	$600,000.00	Lake Union (Advanced out of operating--authorization to borrow if necessary)	6-30-68 6-30-69	$300,000.00 300,000.00
		$600,000.00			$600,000.00
3. EDUCATION BUILDING Addition	June 1965	$100,000.00	Lake Union	1964-65	75,000.00
			Other		25,000.00
		$100,000.00			$100,000.00
4. NEW ELEMENTARY BUILDING	March 1966	$300,000.00	Pioneer Memorial Church	1965-66-67	$150,000.00
			Lake Union	1966-67	75,000.00
			Gen. Conf. Special	1966	75,000.00
		$300,000.00			$300,000.00
5. MUSIC HALL Addition	April 1970	$75,000.00	Lake Union	6-30-70	$75,000.00

**Authorized Projects

Andrews University

EXPANSION PROGRAM--Continued

	Construction to Begin:	Estimated Cost	Funds Provided By:	Year Ending	Total Funds
6. INDUSTRIAL EDUCATION BUILDING & EQUIPMENT	April 1970	$75,000.00	Lake Union	6-30-70	$75,000.00
7. SCIENCE COMPLEX		$1,000,000.00	Lake Union	6-30-70	$150,000.00
			Mich. College Found.	1968-69	50,000.00
				1969-70	50,000.00
			Other Funds		750,000.00
		$1,000,000.00			$1,000,000.00
8. WOODSIDE VILLAGE - Married Student Housing Beechwood Court (84 Units)					
**A-24 Units	April 1965	$240,000.00	On Hand 7-1-64		88,795.79
			Mich. College Found.	6-30-65	51,204.21
			(Authorized to borrow up to 100,000 in advance)	1966	50,000.00
				1967	50,000.00
		$240,000.00			$240,000.00
B-36 Units	April 1966	$360,000.00	Gen. Conf. Special	1967	$310,000.00
			Mich. College Found.	6-30-68	50,000.00
		$360,000.00			$360,000.00
C-24 Units	March 1970	$240,000.00	Gen. Conf. Special	1970	$240,000.00

**Authorized Projects

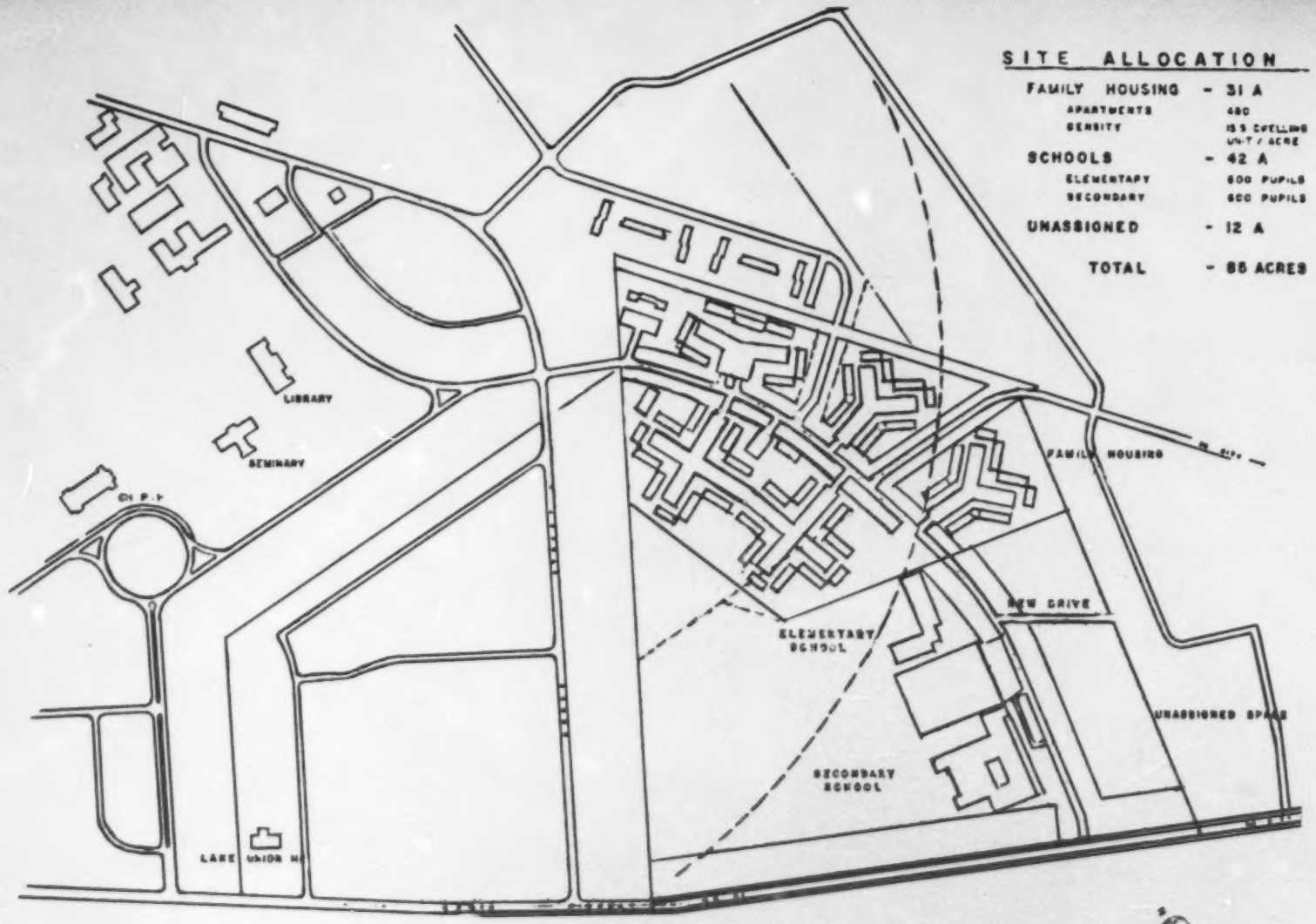
Andrews University

EXPANSION PROGRAM--Continued

		Construction to Begin:	Estimated Cost	Funds Provided By:	Construction Period
9.	BARN & DAIRY (A) Relocation	August 1965	$175,000.00	See schedule below	August 1965-September 1966
10.	GYMNASIUM (B) Swimming Pool	April 1966	$200,000.00	See schedule below	April 1966-September 1966
11.	COLLEGE WOOD PRODUCTS (C) Relocation	June 1968	$375,000.00	See schedule below	June 1968-August 1969
	Total Estimated Cost.....		$750,000.00		

Funds Provided By A. U.	1964-65	1965-66	1966-67	1967-68	1968-69	Total
1. Operating Gains College	(A) $ 5,000.00	(A) $ 20,000.00	(A) $ 15,000.00	(A) $ 15,000.00	(C) $ 20,000.00.	
			(B) 5,000.00	(C) 5,000.00		$ 85,000.00
2. Operating Gains Graduate Division	(B) 50,000.00					50,000.00
3. C. W. P. Gains	(C) 20,000.00	(C) 20,000.00	(C) 20,000.00	(C) 20,000.00	(C) 20,000.00	100,000.00
4. Depreciation on Buildings		(A) 120,000.00	(B) 120,000.00	(C) 120,000.00	(C) 120,000.00	480,000.00
5. Student Association		(B) 25,000.00				25,000.00
6. Misc. or Michigan College Foundation				(C) 5,000.00	(C) 5,000.00	10,000.00
Total Funds	$ 75,000.00	$185,000.00	$160,000.00	$165,000.00	$165,000.00	$750,000.00

APPENDIX D

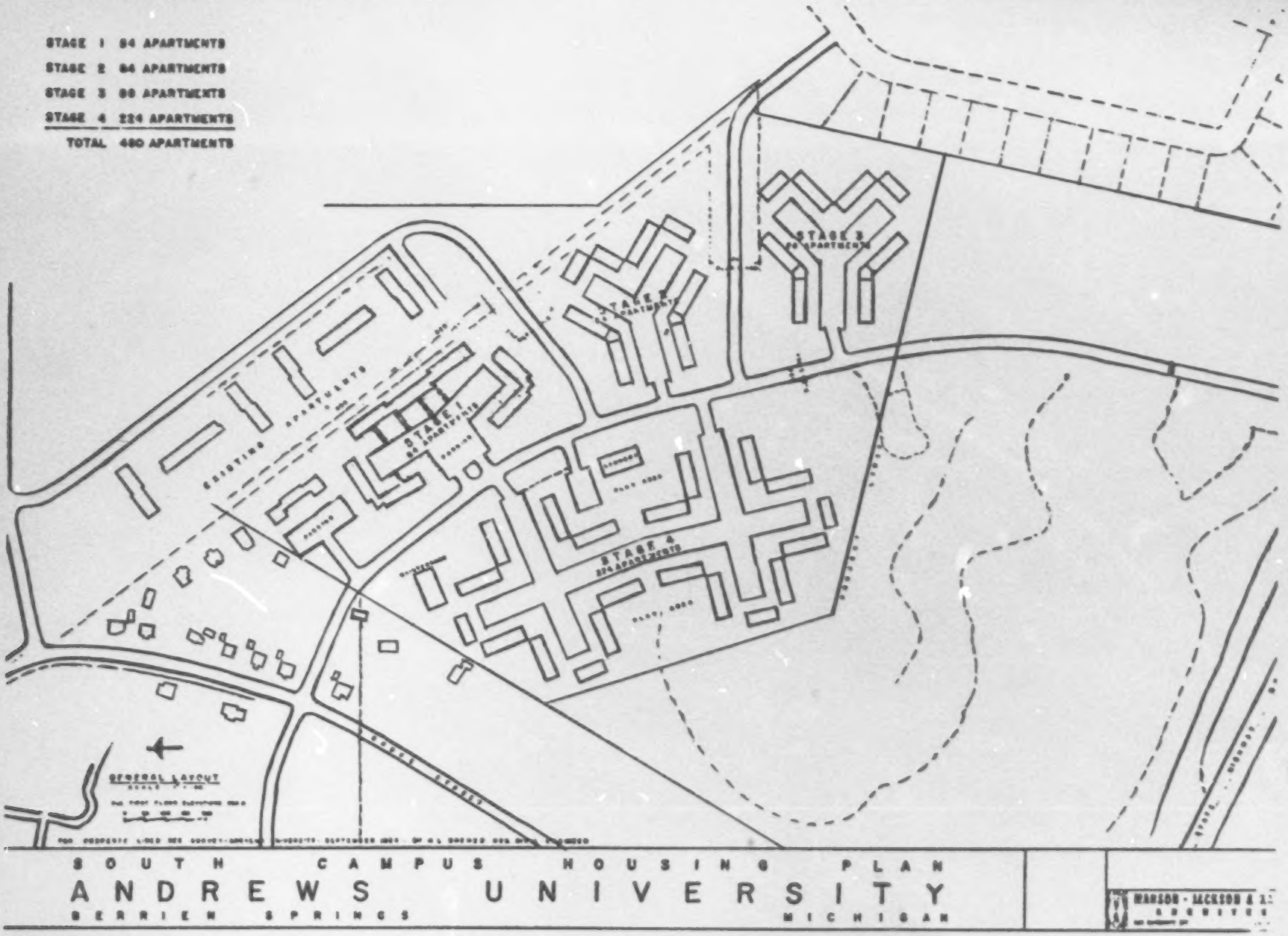


SOUTH CAMPUS DEVELOPMENT PLAN

ANDREWS UNIVERSITY

MICHIGAN

HANSCH - JACKSON & HAKE, INC.
ARCHITECTS


STAGE 1 84 APARTMENTS
STAGE 2 84 APARTMENTS
STAGE 3 88 APARTMENTS
STAGE 4 224 APARTMENTS
TOTAL 480 APARTMENTS
EXISTING APARTMENTS
STAGE 1
STAGE 2
STAGE 3
STAGE 4
GENERAL LAYOUT
SOUTH CAMPUS HOUSING PLAN
ANDREWS UNIVERSITY
BERRIEN SPRINGS MICHIGAN

APPENDIX E

ANDREWS AVIATION

PROPOSED & FUTURE EXPANSION - SITE PLAN - 1"=100'